

Communities of Opportunity

Interim Governance Group

Meeting Notes

September 21, 2015

Members Present: Michael Brown, Deanna Dawson, David Fleming, Patty Hayes, Betsy Jones, Paola Maranan, Gordon McHenry, Jr., Adrienne Quinn, Adam Taylor, Tony To, Michael Woo

Staff Present: Alice Ito, Kirsten Wysen, Jennifer Martin, Aaron Robertson, Cheryl Markham, Holly Rohr Tran

Welcome, agenda review, timelines

Alice Ito welcomed the group and reviewed the meeting agenda.

Adrienne Quinn and Michael Brown noted that the Interim Governance Group (IGG) will be transitioning to the ongoing Governance Group in 2016; today's discussion and meetings planned for October and November will inform this transition.

Adaptive leadership exercise

Jennifer Martin (The Seattle Foundation) facilitated an adaptive leadership conversation. The group discussed the importance of members examining the values, loyalties and fears of loss they bring to the table:

- Community needs to be involved – what's the right mix of people? The IGG facilitates this happening in an authentic and robust way that is often a departure from doing business as usual.
- Makes sense to have some fixed seats for the IGG, e.g. for the sites or for different sectors.
- We acknowledge that everyone has their own interests and that we have a common agenda, as well. We need to understand the intersection of common and individual interests and need to be aware of cultural and institutional norms, and that we may be stepping on toes and not realize it.
- In late 2015 and early 2016, we need to document the decision making process of the IGG and the on-going Governance Group. The members will identify who is accountable to what (e.g., County employees to the Executive and the Council; Seattle Foundation to its CEO and board and other IGG members to their leadership and governance bodies) for outcomes related to investments.
- Sustainability—the current groups may stay but the individual people may change. What are we anchoring the group with? We are balancing many things. Success needs to be measured in part by demonstrating how we are working in a different way to get to the outcomes we want.
- Personal dynamics are also important. We will be challenged at some point. We have a role to be true to our work and lead through the challenging times. We'll need to build resilience and

trust. With new people, dynamics will change. The core principles are important, as well as building in ways to stay flexible when needed.

- The adaptive leadership “ladder of inference” shows us that we often guess what different stakeholders’ perspectives are. For COO, we’re trying to reduce the guesswork and get direct information/voice from community representatives and other stakeholders. We need to be intentional about how we build in structures that elevate community voice.

Jennifer walked the group through a Ladder of Inference exercise, noting the transition that sometimes happens very quickly from selected reality to interpreted reality to making assumptions to drawing conclusions to taking actions. The group discussed the importance of taking time with each other and with our communities to explore and explain during points of tension or conflict. This may mean that agendas and deadlines will have to flex.

The group then delved into an exercise around the values, loyalties and fears of loss related to the adaptive challenge of **honoring community expertise and voice while working toward COO outcomes**. Members discussed and wrote about their values, loyalties, fear of loss, and potential alignment, which will be compiled to inform the 10/8 meeting and future work.

Tony To suggested a similar exercise be done at co-design meetings.

Decisions on additional site-based investments

Co-design work has been occurring since June, beyond what was originally anticipated. Staff proposed additional 2015 investments for place-based sites be made, that the funds be dispersed as soon as possible and that the funds be flexible for sites to complete co-design work, including identifying strategies and measurement plans:

- SeaTac/Tukwila: approx. \$45,000 additional investment
- White Center: approx. \$65,000 additional investment
- Rainier Valley: approx. \$90,000 additional investment

Site leads (Tony and Adam) noted that:

- Additional funds will resource the co-design phase which was planned to be three months but has turned out to be nine months. Needed activities include training, strategic planning time (which is rare for non-profits working to make ends meet) and exploring opportunities for funding alignment.
- Sites are committed to the work regardless of additional funding, but additional funds will scale up and help carry the work further, including data work needed for Results Based Accountability.
- Sites appreciate the potential additional funding and do not have concerns about the \$ difference between the sites as proposed.

IGG discussion included:

- This is financed by available 2015 Seattle Foundation flexible COO funding. Funding for 2016 work will be discussed separately. The Interim Governance Group is the authorizing body for allocation of these resources.
- Community capacity building is happening at same time as policy and systems change work.
- It would be wise to invest well in initial grants, in order to establish credibility of initiative and harvest lessons learned to inform subsequent efforts.
- Strategy planning and implementation costs are different from site to site; sites are also trying to leverage other funding sources.
- These dollars are establishing baseline for each site and not indicative of what costs for these sites and for other sites might be in future.
- COO staff have needed to engage the first three sites in activities during the co-design phase that we needed to learn; this work has contributed to building some structures that will be able to be used with future sites.
- The IGG discussed whether additional investments would be characterized as supporting sites in the complexity of current work and for ongoing needs and/or backfilling or rewarding sites for the efforts they've already put in. Different audiences may react differently to each message.
- Be transparent when communicating about this work that we are in pilot/learning phase.

Additional investments approved

The Communities of Opportunity Interim Governance Group voted unanimously (COO site representatives recused themselves) to approve additional investments as recommended. Site leads Tony To and Adam Taylor left the room during the voting period (Sili Savusa was also not present).

Lunch

Preview and discussion of upcoming items

Policy and Systems grants – Second request for proposals (RFP) timeline

Staff are continuing to work with the 2014 policy/systems change grantees and compile learnings. Staff are planning to release an RFP for a second round of policy and systems change funding in late October/early November. A review panel will work in early in 2016 and Seattle Foundation plans to release funds to successful grantees in February or March. Staff are hoping to do some fundraising to bring additional resources to the RFP, which is currently planned for at least \$500,000.

The IGG discussed its interest in being on the leading edge for finding intersections between health, housing, economic opportunity and community connections. The IGG also emphasized the importance of tightly connecting the relationships between the policy/systems change and the place-based awards to make lasting change that outlives the life of the grants.

Living Cities/capital framework update:

Cheryl Markham distributed a document containing the revised Capital Framework for Living Cities and walked the group through each strategy. Discussion included:

- It will be important to stay in touch with government and community economic development contacts
- This work is trying to look more holistically and be better coordinated between sometimes siloed economic development efforts and resources
- The framework emphasizes the intersections between health, housing, economic development and community connection. These intersections have been shaped during the co-design phase by the cross sector tables working in each of the three funded sites.
- There was a caution that when communities hear the phrase “economic development,” they may equate that with gentrification. The Living Cities framework has specific strategies and indicators to monitor and mitigate displacement of residents and local businesses.
- The economic development, housing and community connection shared results have health strategies and indicators to flag the work at these intersections. Health improvement on its own and health care access were moved into a second phase for Living Cities. Future work will take some time to work through and include:
 - Pay for success to demonstrate the value of culturally-specific preventive care
 - There is also an intersection between this work and King County’s Familiar Faces initiative
- Data are needed to identify who’s getting left out? It was acknowledged that we could still close the gaps that we can measure with available data without bringing everyone along. Larger sample sizes will help do finer disaggregation moving forward.

Dallas Living Cities Learning Community travel

IGG members Michael Brown, Adrienne Quinn, Sili Savusa and Jeff Natter, along with other COO data partner staff and site members (Elaine Albertson, WCCDA; Nadine Chan, PHSKC; Amy Gore, Futurewise; Cheryl Markham, DCHS; Aaron Robertson, TSF and Kirsten Wyses, PHSKC) will be attending the next Living Cities Learning Community in Dallas on Oct. 13-14. The meeting’s focus is on using data to drive decisions. Travelers will report back to the IGG.

Public Innovators Lab, Sept. 29-Oct. 1 at Tukwila Community Center

Over 100 local government, health care, and community organization partners have registered for the 2.5 day workshop. Interim Governance Group members are invited to join Rich Harwood for lunch on Thursday to debrief and discuss next steps. Holly will send out an Outlook meeting invitation.

October 8 Interim Governance Group Meeting

The group discussed the timing of future governance-related discussions; it was decided that conversations related to accountability and decision-making might be better suited for December or later, but other governance issues should be discussed at the Oct. 8 meeting. Additional discussion and decisions for the 2nd round of policy and systems investments were also flagged for the October meeting.

Staff agreed to revisit the meeting schedule to consider requests for shortening the October meeting while ensuring enough time to work as a group before the end of the year.

Parking Lot

The following items were identified for future discussion during the meeting:

- What needs to be put in place to preserve the culture of the Governance Group as individual membership changes?
- How sites inform policy and system change work
- How to build capacity for policy and system change organizations and intermediaries
- Dec/Jan. COO
 - Year in review/lessons learned/document the work
 - Business plan
- Communications and marketing support, conveying success: what's been leveraged; accomplishments, learnings, next steps
- Dashboard - regular updates - quarterly, including appropriate framing language
- Concern: could close gap between top and bottom deciles, yet still have some populations with very negative outcomes. So must re-calibrate and ensure appropriate disaggregation of data and to inform strategies.
- Adaptive leadership challenge: surface the concerns

Next meetings:

- Public Innovators Lab, Sept 29, 30 and Oct 1, Tukwila Community Center
- IGG meeting, Thursday, Oct 8, 9 am to 4 pm, White Center CDA downstairs Multipurpose Room
- Dallas Living Cities Learning Community, Oct 13-14
- IGG meeting, Mon, Nov 30, at HomeSight, 5117 Rainier Ave S, Seattle

Interim Governance Group Members:

1. Michael Brown, The Seattle Foundation
2. Deanna Dawson, Sound Cities Association
3. David Fleming, PATH
4. Hilary Franz, Futurewise
5. Patty Hayes, Public Health-Seattle & King County
6. Betsy Jones, Executive's Office, King County
7. Paola Maranan, The Children's Alliance
8. Gordon McHenry, Jr, Solid Ground
9. Jeff Natter, Pacific Hospital PDA
10. Adrienne Quinn, King County Department of Community and Human Services
11. Sili Savusa, White Center CDA
12. Adam Taylor, Global to Local
13. Tony To, HomeSight
14. Michael Woo, volunteer

COO Staff:

Alice Ito, The Seattle Foundation (TSF)

Kirsten Wysen, King County, PHSKC

Cheryl Markham, Department of Community and Human Services (DCHS)

Aaron Robertson, TSF

Nadine Chan, Evaluation, PHSKC

AJ McClure, DCHS and PHSKC

Sharon Bogan, Communications, PHSKC

Bao-Tram Do, TSF

Holly Rohr Tran, PHSKC